



Board of Directors Regular Business MEETING AGENDA

Date: May 14, 2026
Time: 9:00 – 11:00 a.m.
Location: LEARN/ 44 Hatchetts Hill Road, Old Lyme, CT 06371

A remote meeting option is provided for those unable to attend in person. The login information is at the end of this agenda.

- 1. Call to Order:** Pledge of Allegiance
- 2. Audience and Guests:** Introductions
- 3. Public Comment:**
- 4. Reading and/or Review of Correspondence:**
 - 4.1 Workers' Compensation Trust Safety Grant Award
 - 4.2 Three Rivers Middle College Magnet High School (TRMC) FY25 Audit Conclusion
 - 4.3 FY 2023 State and Local Cybersecurity Grant Program - Notice of Selection
- 5. Superintendents' Perspective:** LEARN Chief Financial & Operations Officer, Michael Belden, to present
The Fiscal Year 2026-2027 LEARN Proposed Budget
- 6. Consent Agenda:**
 - 6.1 Approval of the DRAFT Minutes, Regular Business Meeting—April 9, 2026
 - 6.2 Approval of Budget Summary as of April 30, 2026
 - 6.3 Approval of Grant Applications—None
- 7. Information from the Executive Director:**
 - 7.1 Hiring—Resignations and new hires, including trend reports
 - 7.2 Distributions — None
 - 7.3 Executive Committee Meeting Minutes, Regular Business Meeting—April 24, 2026
 - 7.4 LEARN Building Committee Meeting Minutes—April 9, 2024 and April 24, 2026
 - 7.5 Legislative Updates
 - 7.6 LEARN Agency Updates

8. Old Business: None

9. New Business:

- 9.1 Presentation of proposed 2026-2027 Slate of Officers (per [Policy #9200](#), Bylaws of the Board, “Election of Officers”)
- 9.2 Authorization of Executive Director to Enter into Contracts.
- 9.3 Revised LEARN Educator Evaluation and Growth Plan
- 9.4 Preliminary overview/discussion of the Evaluation of the Executive Director per [Policy #2400](#) and [Regulation](#), Administration; “Evaluation of Administrators and Administration” (Executive Director’s Year End Evaluation provided with board packet)

10. Educational Perspective: None

11. Roundtable Discussion: Regionalized Student Skill Programs, Student cell phones, AI, and Budget

12. Future Roundtable Topics:

13. Adjournment:

[Click Here to Join the Meeting via Teams](#)

Meeting ID: 281 890 223 407 3

Passcode: hz2ws974



Board of Directors Regular Business MEETING AGENDA

Date: May 14, 2026
Time: 9:00 – 11:00 a.m.
Location: LEARN/ 44 Hatchetts Hill Road, Old Lyme, CT 06371

A remote meeting option is provided for those unable to attend in person. The login information is at the end of this agenda.

- 1. Call to Order:** Pledge of Allegiance
- 2. Audience and Guests:** Introductions
- 3. Public Comment:**
- 4. Reading and/or Review of Correspondence:**
 - 4.1 Workers' Compensation Trust Safety Grant Award
 - 4.2 Three Rivers Middle College Magnet High School (TRMC) FY25 Audit Conclusion
 - 4.3 FY 2023 State and Local Cybersecurity Grant Program - Notice of Selection
- 5. Superintendents' Perspective:** LEARN Chief Financial & Operations Officer, Michael Belden, to present
The Fiscal Year 2026-2027 LEARN Proposed Budget
- 6. Consent Agenda:**
 - 6.1 Approval of the DRAFT Minutes, Regular Business Meeting—April 9, 2026
 - 6.2 Approval of Budget Summary as of April 30, 2026
 - 6.3 Approval of Grant Applications—None

At our last meeting, the consent agenda was approved hearing no objections. Are there any corrections or objections to last month's consent agenda?

Motion to approve the current Consent Agenda as presented.
- 7. Information from the Executive Director:**
 - 7.1 Hiring—Resignations and new hires, including trend reports
 - 7.2 Distributions — None
 - 7.3 Executive Committee Meeting Minutes, Regular Business Meeting—April 24, 2026
 - 7.4 LEARN Building Committee Meeting Minutes—April 9, 2024 and April 24, 2026
 - 7.5 Legislative Updates
 - 7.6 LEARN Agency Updates

8. Old Business: None

9. New Business:

9.1 Presentation of proposed 2026-2027 Slate of Officers (per [Policy #9200](#), Bylaws of the Board, “Election of Officers”)

- The Nominating Committee presents the following Slate of Officers to the board at the May 14, 2026, meeting: Robert Mitchell (Montville), Dale Bernardoni (Chester/Grades K-6), Jennifer Favalora (Killingworth/Region 17), and Beverly Washington (Groton).
- Voting will occur at the June 11, 2026, meeting with any additional nominations, including self-nominations, taken prior to voting.

9.2 Authorization of Executive Director to Enter into Contracts.

- This is an annual request and is needed in order for LEARN to contract with various state agencies/departments and approved vendors. *(Board Secretary’s signature required)*

Motion: Resolved, that Katherine Ericson, Executive Director, is authorized to make, execute, and approve on behalf of LEARN Regional Educational Service Center any and all contracts and amendments, excluding loans, effective through June 30, 2027.

9.3 Revised LEARN Educator Evaluation and Growth Plan

Motion to approve the revised LEARN Educator Evaluation and Growth Plan as presented.

9.4 Preliminary overview/discussion of the Evaluation of the Executive Director per [Policy #2400](#) and [Regulation](#), Administration; “Evaluation of Administrators and Administration” *(Executive Director’s Year End Evaluation provided with board packet)*

10. Educational Perspective: None

11. Roundtable Discussion: Regionalized Student Skill Programs, Student cell phones, AI, and Budget

12. Future Roundtable Topics:

13. Adjournment:

[Click Here to Join the Meeting via Teams](#)

Meeting ID: 281 890 223 407 3

Passcode: hz2ws974

April 10, 2026

Kate Ericson
Executive Director
LEARN
44 Hatchetts Hill Road
Old Lyme, CT 06371

RE: 2026 Safety Grant Application #131

Dear Ms. Ericson:

Congratulations for being selected as one of our Safety Grant award winners for 2026! We had an overwhelming response to this challenge with 190 members requesting nearly \$2,200,000 in funds.

Your organization was one of 61 selected to share the \$500,000 pool of grant money that was allotted for this year. We believe you presented a great case for a project that will provide a safer working environment for your staff. Your organization has been awarded a grant in the amount of:

\$13,888.75
for
Custom Floor Mats and Yaktrax

We wish you the best with your project and look forward to the results. Please see the attached instructions to follow in order to receive the funding. As always, we appreciate your support of the Workers' Compensation Trust and remain committed to providing you with exceptional workers' compensation services and resources to maintain a safe working environment for your staff.

Sincerely,

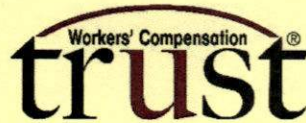


Diane M. Ritucci
President & Chief Executive Officer

DMR/jag

cc by email: Lee Czarnowski
Louis Levine ~ Brown & Brown RS Insurance Services, LLC

Enclosure - Reimbursement Instructions



Procedure for Safety Grant Disbursement 2026

Grant monies can be reimbursed as expenses are incurred. Requests for reimbursement should be labeled with your Agency Name and Application #, which is indicated on your award letter. Invoices and paid receipts or cancelled check must be included. Reimbursements will be processed within 10 days of receipt. Status report should be submitted by the deadline noted below:

Status report due	August 1, 2026
Complete project and final report with measurement outcomes due	December 1, 2026

Requests for reimbursement of expenses and progress reports should be submitted to:

losscontrol@wctrust.com

Questions? Call (203) 678-0123

**THREE RIVERS MIDDLE COLLEGE MAGNET HIGH SCHOOL,
AN ACTIVITY OF LEARN**

SPECIAL-PURPOSE FINANCIAL STATEMENTS

**AS OF AND FOR THE YEAR ENDED
JUNE 30, 2025**

TABLE OF CONTENTS

	Page
Independent Auditor's Report	1
Special-Purpose Financial Statements:	
Balance Sheet	4
Statement of Revenues, Expenditures and Changes in Fund Balances	5
Notes to the Special-Purpose Financial Statements	6
Special-Purpose Combining Statements:	
Combining Balance Sheet	11
Combining Statement of Revenues, Expenditures and Changes in Fund Balances	12
Internal Control and Compliance Report	
Independent Auditor's Report on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with <i>Government Auditing Standards</i>	13

INDEPENDENT AUDITOR'S REPORT

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors
LEARN
Old Lyme, Connecticut

Report on the Audit of the Special-Purpose Financial Statements

Opinion

We have audited the accompanying special-purpose financial statements of Three Rivers Middle College Magnet High School, an activity of LEARN, as of and for the year ended June 30, 2025, and the related notes to the special-purpose financial statements, as listed in the table of contents.

In our opinion, the special-purpose financial statements referred to above present fairly, in all material respects, the financial position of Three Rivers Middle College Magnet High School, an activity of LEARN, and the changes in its financial position for the year ended June 30, 2025, in accordance with the basis of accounting described in Note 1.

Emphasis of Matter - Basis of Accounting

We draw attention to Note 1 of the special-purpose financial statements, which describes the basis of accounting. The special-purpose financial statements are prepared by LEARN in accordance with the modified accrual basis of accounting, which is the basis of accounting used to report governmental funds under accounting principles generally accepted in the United States of America, to meet the requirements of the State of Connecticut Department of Education. As a result, the special-purpose financial statements may not be suitable for another purpose. Our opinion is not modified with respect to this matter.

Emphasis of Matter - Basis of Presentation

As discussed in Note 1, the special-purpose financial statements are intended to present the financial position and changes in financial position of LEARN that are solely attributable to the activities of Three Rivers Middle College Magnet High School. They do not purport to, and do not, present fairly the financial position or changes in financial position of LEARN for the year ended June 30, 2025 in accordance with accounting principles generally accepted in the United States of America. Our opinion is not modified with respect to this matter.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Special-Purpose Financial Statements section of our report. We are required to be independent of LEARN and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Special-Purpose Financial Statements

Management is responsible for the preparation and fair presentation of the special-purpose financial statements in accordance with the basis of accounting described in Note 1. Management is also responsible for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibilities for the Audit of the Special-Purpose Financial Statements

Our objectives are to obtain reasonable assurance about whether the special-purpose financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the special-purpose financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the special-purpose financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of LEARN's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the special-purpose financial statements.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

Supplementary Information

Our audit was conducted for the purpose of forming an opinion on the special-purpose financial statements of Three Rivers Middle College Magnet High School, an activity of LEARN. The accompanying combining statements are presented for purposes of additional analysis and are not a required part of the special-purpose financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the special-purpose financial statements. The information has been subjected to the auditing procedures applied in the audit of the special-purpose financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the special-purpose financial statements or to the special-purpose financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the combining statements are fairly stated, in all material respects, in relation to the special-purpose financial statements as a whole.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated December 23, 2025, on our consideration of LEARN's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters as it relates solely to Three Rivers Middle College Magnet High School. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of LEARN's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering LEARN's internal control over financial reporting and compliance.



Certified Public Accountants
Glastonbury, Connecticut
December 23, 2025

SPECIAL-PURPOSE FINANCIAL STATEMENTS

THREE RIVERS MIDDLE COLLEGE MAGNET HIGH SCHOOL, AN ACTIVITY OF LEARN
BALANCE SHEET
AS OF JUNE 30, 2025

4.2h

ASSETS

Cash	\$	541
Grant receivables		1,506
Due from LEARN's organizational accounts		34,192
Total assets	\$	<u>36,239</u>

LIABILITIES

Accounts payable	\$	35,698
Total liabilities		<u>35,698</u>

FUND BALANCES

Restricted		541
Total fund balances		<u>541</u>
Total liabilities and fund balances	\$	<u>36,239</u>

The accompanying notes are an integral part of these special-purpose financial statements.

THREE RIVERS MIDDLE COLLEGE MAGNET HIGH SCHOOL, AN ACTIVITY OF LEARN
STATEMENTS OF REVENUES, EXPENDITURES, AND
CHANGES IN FUND BALANCE
FOR THE YEAR ENDED JUNE 30, 2025

4.2i

REVENUES

Tuition	\$ 340,308
Intergovernmental	1,055,635
Other	<u>7,638</u>
Total revenues	<u>1,403,581</u>

EXPENDITURES

Direct costs:	
Wages	680,047
Benefits	106,452
Tuition	283,838
Purchased professional services	26,730
Other purchased services	17,885
Supplies	57,836
Property services	33,062
Equipment	35,358
Other	<u>15,372</u>
Total direct costs	1,256,580
Administrative charges	<u>116,473</u>
Total expenditures	<u>1,373,053</u>

Excess of revenues over expenditures	30,528
--------------------------------------	--------

OTHER FINANCING USES

Transfer of surplus to LEARN's organizational accounts	<u>(30,527)</u>
---	-----------------

Net change in fund balances	1
-----------------------------	---

Fund balances - beginning	<u>540</u>
---------------------------	------------

Fund balances - ending	<u><u>\$ 541</u></u>
------------------------	----------------------

The accompanying notes are an integral part of these special-purpose financial statements.

THREE RIVERS MIDDLE COLLEGE MAGNET HIGH SCHOOL, AN ACTIVITY OF LEARN
NOTES TO THE SPECIAL-PURPOSE FINANCIAL STATEMENTS
AS OF AND FOR THE YEAR JUNE 30, 2025

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Financial Reporting Entity

Three Rivers Middle College Magnet High School (TRMC) is a dual enrollment magnet high school for students in grades 11-12, located inside the campus of Three Rivers Community College in Norwich, Connecticut. TRMC is an activity of LEARN. LEARN, a Connecticut Regional Educational Service Center, was organized under the provisions of the Connecticut General Statutes, Section 10-66a, as amended. LEARN operates under a Board of Directors and an Executive Director. LEARN serves as an educational center, facilitator, and service provider for local boards of education, their towns, and regional boards of education with the purpose of establishing cooperative arrangements to provide special services, educational programs, and services to enable such boards to carry out the duties specified in the General Statutes. LEARN currently owns and operates four magnet schools, including TRMC.

Basis of Presentation

The special-purpose financial statements of TRMC are required by the State of Connecticut Department of Education (CTDOE) pursuant to Connecticut General Statutes, Section 10-264. The special-purpose financial statements are intended to present the financial position and changes in financial position of LEARN that are solely attributable to the activities of TRMC. They do not purport to, and do not, present fairly the financial position or changes in financial position of LEARN for the year ended June 30, 2025 in accordance with accounting principles generally accepted in the United States of America.

Measurement Focus and Basis of Accounting

The special-purpose financial statements have been prepared using the current financial resources measurement focus and the modified accrual basis of accounting, which is the basis of accounting used to report governmental funds under accounting principles generally accepted in the United States of America.

Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collected within the current period or soon enough thereafter to pay liabilities of the current period. TRMC uses a 60-day availability period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, expenditures on general long-term debt, including financed purchase and lease liabilities, as well as expenditures related to compensated absences, claims and judgments, pension and other post-employment benefits are recognized based on specific accounting rules applicable to each, generally when payment is due. General capital asset acquisitions are reported as expenditures.

Assets, Liabilities, Deferred Outflows and Inflows of Resources and Fund Balance

Cash

Cash consist of demand deposits. LEARN maintains a separate cash account to account for student activities specific to TRMC. All cash receipts and disbursements related to student activities are recorded in this account, which is restricted for the use on TRMC student programs.

Receivables

Grant receivables consist of amounts due from the State of Connecticut under cost-reimbursement programs. Amounts are recorded as receivables when eligible expenditures have been incurred in accordance with the grant agreements. The collection of these receivables is expected within one year and is considered fully collectible; therefore, no allowance for doubtful accounts has been recorded.

THREE RIVERS MIDDLE COLLEGE MAGNET HIGH SCHOOL, AN ACTIVITY OF LEARN
NOTES TO THE SPECIAL-PURPOSE FINANCIAL STATEMENTS (Continued)
AS OF AND FOR THE YEAR JUNE 30, 2025

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Assets, Liabilities, Deferred Outflows and Inflows of Resources and Fund Balance (Continued)

Due from LEARN's Organizational Accounts

LEARN maintains organizational cash accounts that are used to fund its various programs and activities. These accounts may be used to support any of LEARN's programs and activities, including but not limited to TRMC.

Inventories and Prepaid Items

Inventories consist of supplies and are valued using the purchase method, under which expenditures are recorded at the time of purchase rather than when the supplies are consumed. Certain payments to vendors reflect costs applicable to future accounting periods and are recorded as prepaid items.

Unearned Revenue

This liability represents resources that have been received but not yet earned.

Deferred Outflows and Inflows of Resources

Deferred outflows and inflows of resources represent an acquisition or consumption of net assets that applies to a future period(s) and so will not be recognized as an inflow or outflow of resources until that time.

Compensated Absences

Compensated absences are recognized as expenditures to the extent they are paid during the year or the vested amount is expected to be paid with available resources.

Fund Balance

The difference between assets and deferred outflows of resources less liabilities and deferred inflows of resources is called fund balance. Although the activities of TRMC are accounted for separately within LEARN's governmental funds, any surplus or deficit derived from these activities are funded by or transferred to LEARN's organizational accounts. LEARN reports the following categories of fund balance, based on the nature of any limitations requiring the use of resources for specific purposes.

Nonspendable - Amounts that are either not in spendable form or are legally or contractually required to remain intact.

Restricted - Amounts that can be spent only for specific purposes stipulated by external resource providers such as grantors or enabling federal, state, or local legislation. Restrictions may be changed or lifted only with the consent of the resource providers.

Committed - Amounts that can be used only for the specific purposes determined by the approval of a resolution by LEARN's Board of Directors committing fund balance for the specified purpose. Once approved, the limitation imposed by the resolution remains in place until the resources have been spent for the specified purpose or the Board approves another resolution removing or revising the limitation.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Assets, Liabilities, Deferred Outflows and Inflows of Resources and Fund Balance (Continued)

Fund Balance (Continued)

Assigned - Amounts that are intended to be used for specific purposes but do not meet the criteria to be classified as committed. Amounts may be constrained to be used for a specific purpose by a governing board or body or official that has been delegated authority to assign amounts. Unlike commitments, assignments generally only exist temporarily. In other words, an additional action does not normally have to be taken for the removal of an assignment.

Unassigned - This category represents amounts that do not meet the criteria above and are available for any purpose.

Sometimes LEARN will fund outlays for a particular purpose from both restricted and unrestricted resources (the total of committed, assigned, and unassigned fund balance). In order to calculate the amounts to report as restricted, committed, assigned, and unassigned fund balance, a flow assumption must be made about the order in which the resources are considered to be applied. It is LEARN's policy to use restricted resources first, then unrestricted resources as needed. Unrestricted resources are used in the following order: committed; assigned; then unassigned.

Revenues

Tuition

Tuition revenue consists of amounts charged for the enrollment of students at TRMC and is based on student enrollment as of October 1. In accordance with Connecticut General Statutes, Section 10-264I(k)(1), LEARN may charge no more than 58% of the fiscal year 2024 tuition rate of \$6,378. As such, the tuition rate for TRMC was set at \$3,699 for fiscal year 2025. Student enrollment for TRMC as of October 1 totaled 92 and the amount of tuition revenue recognized totaled \$340,308 for the year ended June 30, 2025.

Intergovernmental

LEARN receives grant funding from the CTDOE in support of its programs and activities. Grant funding received during the year ended June 30, 2025 for the operation of LEARN's magnet schools reflects recent legislative reforms at the State, which increased support for magnet school operations and capped tuition charges. The magnet school grant received by LEARN for the year ended June 30, 2025 totaled \$13,572,565, of which \$1,008,308 in revenues were allocated to TRMC.

Expenditures

Direct costs, including instructional and student support expenditures, are charged directly to TRMC. Indirect costs, including general administration, finance, human resources, and other central services, are recovered by LEARN through an administrative charge to each of its programs and departments. Administrative charges allocated to TRMC totaled \$116,473 for the year ended June 30, 2025.

NOTE 2 - CASH DEPOSITS

Custodial Credit Risk

Custodial credit risk is the risk that, in the event of a bank failure, LEARN will not be able to recover its cash deposits or will not be able to recover collateral securities that are in possession of an outside party. Deposits attributable to TRMC are subject to LEARN's available Federal Depository Insurance Coverage and collateralization provisions.

All of LEARN's cash deposits were in qualified public institutions as defined by Connecticut state statute. Under this statute, any bank holding public deposits must at all times maintain, segregated from its other assets, eligible collateral in an amount equal to a certain percentage of its public deposits. The applicable percentage is determined based on the bank's risk-based capital ratio. The amount of public deposits is determined based on either the public deposits reported on the most recent quarterly call report, or the average of the public deposits reported on the four most recent quarterly call reports, whichever is greater. The collateral is kept in the custody of the trust department of either the pledging bank or another bank in the name of the pledging bank.

NOTE 3 - CAPITAL ASSETS

Capital asset acquisitions are recorded as expenditures when incurred. During the year ended June 30, 2025, none of TRMC's expenditures were capitalized by LEARN.

NOTE 4 - LONG-TERM LIABILITIES

Compensated Absences

LEARN employees are paid a prescribed formula for absence due to vacation and sickness. The eligibility for vacation pay does not vest. In the event of death or retirement, teachers hired on or before June 20, 2012 with 15 years of service are compensated for 25% of accumulated sick time, up to a maximum of 150 days at current salary rates. During the year ended June 30, 2025, no expenditures were recognized by TRMC for termination benefits paid to teachers.

Pension and Other Post-employment Benefits

Certain employees that work for TRMC are provided with pension and other post-employment benefits through LEARN's participation in the Connecticut Teachers Retirement System (the System). The State of Connecticut is required by statute to make 100% of the contributions on-behalf of participating employers. As such, LEARN reports no amounts for its proportionate share of the net pension and OPEB liabilities, and deferred outflows and inflows of resources related to the System. Additional information on the System's plan description, benefit provisions, contribution requirements, actuarial assumptions, and on the State's net pension and OPEB liabilities can be found in LEARN's annual financial statements.

Certain employees that work for TRMC are provided with other post-employment benefits through a single-employer plan administered by LEARN. LEARN currently pays for other post-employment benefits on a pay-as-you-go basis. As of June 30, 2025, LEARN has not established a trust fund to irrevocably segregate assets to fund liability associated with the other post-employment benefits. Additional information on LEARN's other post-employment benefit plan can be found in LEARN's annual financial statements.

NOTE 5 - RISK MANAGEMENT

LEARN is exposed to various risks of loss related to torts, thefts of, damage to, or destruction of assets, errors or omissions, injuries to employees, natural disasters and protective liability in connection with the activities of TRMC. LEARN purchases commercial insurance for all risks of loss, including blanket and umbrella policies. Settled claims related to the activities of TRMC have not exceeded commercial coverage in any of the past three years. There were no significant reductions in insurance coverage from coverage in the prior year.

LEARN participates in the Eastern CT Healthcare Cooperative (the Cooperative) to provide medical, prescription and dental health coverage for all employees. The Cooperative was established by several eastern Connecticut entities under the provisions of Connecticut Public Act 10-174 for the purpose of providing one or more health care benefits as allowed by such act for their employees. The Cooperative is a public entity risk pool operating as a common risk management and insurance program for its members. The Cooperative covers approximately 1350 participants in its medical plan and approximately 1250 participants in the dental plan. The Cooperative is designed to be self-sustaining through actuarially determined premiums established annually to cover expected claims, administration and a margin for unexpected losses or expenses. The Cooperative has purchased individual stop loss coverage for \$150,000 per year per participant with an aggregate stop loss limit amount of \$2,000,000. The Cooperative reinsures for medical, dental and prescription drug claims in excess of \$1,000,000 maximum aggregate benefit. The members are subject to supplemental assessments in the event deficiencies. No supplemental assessments have been levied by the Cooperative relating to the year ended June 30, 2025.

NOTE 6 - COMMITMENTS AND CONTINGENCIES

License Agreement

LEARN entered into a license agreement with the Connecticut State Community College Three Rivers (CSCCTR) for access to and use of portions of the CSCCTR facility, located in Norwich, CT, by TRMC. The initial term of the agreement commenced on March 1, 2025 and ends on June 30, 2028. The agreement may be renewed by mutual agreement for an additional four year term through June 30, 2032. LEARN may unilaterally terminate the agreement by proper notice to CSCCTR six months in advance of any such termination. The total license fee for the initial term of the agreement is \$90,000 with \$30,000 due on or before June 30, 2025. Thereafter, the annual license fee of \$20,000 is payable by LEARN in quarterly installments. Pursuant to the agreement, LEARN is required to reimburse CSCCTR for utilities for the use of the premises. TRMC recognized total expenditures of \$33,062 under this agreement for the year ended June 30, 2025.

Federal and State Financial Assistance

TRMC is funded by various state and federal grant programs. Grant amounts received or receivable from state and federal agencies are subject to audit and adjustment by these agencies. Any disallowed claims, including amounts already collected, may constitute a liability of the applicable funds. The amount, if any, of expenditures that may be disallowed by the state or federal government cannot be determined at this time, although LEARN expects such amounts, if any, to be immaterial to the activities of TRMC.

COMBINING STATEMENTS

THREE RIVERS MIDDLE COLLEGE MAGNET HIGH SCHOOL, AN ACTIVITY OF LEARN
COMBINING BALANCE SHEETS
AS OF JUNE 30, 2025

4.2p

	General Fund	Grant and Scholarship Fund	Food Services Fund	Student Activities Fund	Total
ASSETS					
Cash	\$ -	\$ -	\$ -	\$ 541	\$ 541
Grant receivables	-	1,506	-	-	1,506
Due from LEARN's organizational accounts	10,698	23,494	-	-	34,192
Total assets	<u>\$ 10,698</u>	<u>\$ 25,000</u>	<u>\$ -</u>	<u>\$ 541</u>	<u>\$ 36,239</u>
LIABILITIES					
Accounts payable	\$ 10,698	\$ 25,000	\$ -	\$ -	\$ 35,698
Total liabilities	<u>10,698</u>	<u>25,000</u>	<u>-</u>	<u>-</u>	<u>35,698</u>
FUND BALANCES					
Restricted	-	-	-	541	541
Total fund balances	<u>-</u>	<u>-</u>	<u>-</u>	<u>541</u>	<u>541</u>
Total liabilities and fund balances	<u>\$ 10,698</u>	<u>\$ 25,000</u>	<u>\$ -</u>	<u>\$ 541</u>	<u>\$ 36,239</u>

THREE RIVERS MIDDLE COLLEGE MAGNET HIGH SCHOOL, AN ACTIVITY OF LEARN
COMBINING STATEMENTS OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES
FOR THE YEAR ENDED JUNE 30, 2025

4.2q

	General Fund	Grant and Scholarship Fund	Food Services Fund	Student Activities Fund	Total
REVENUES					
Tuition	\$ 340,308	\$ -	\$ -	\$ -	\$ 340,308
Intergovernmental	-	1,029,391	26,244	-	1,055,635
Other	-	-	150	7,488	7,638
Total revenues	<u>340,308</u>	<u>1,029,391</u>	<u>26,394</u>	<u>7,488</u>	<u>1,403,581</u>
EXPENDITURES					
Direct costs:					
Wages	132,446	547,601	-	-	680,047
Benefits	24,768	81,684	-	-	106,452
Tuition	23,838	260,000	-	-	283,838
Purchased professional services	26,730	-	-	-	26,730
Other purchased services	17,737	-	148	-	17,885
Supplies	16,160	24,252	17,424	-	57,836
Property services	8,062	25,000	-	-	33,062
Equipment	35,358	-	-	-	35,358
Other	5,885	2,000	-	7,487	15,372
Total direct costs	<u>290,984</u>	<u>940,537</u>	<u>17,572</u>	<u>7,487</u>	<u>1,256,580</u>
Administrative charges	<u>25,619</u>	<u>90,854</u>	<u>-</u>	<u>-</u>	<u>116,473</u>
Total expenditures	<u>316,603</u>	<u>1,031,391</u>	<u>17,572</u>	<u>7,487</u>	<u>1,373,053</u>
Excess (deficiency) of revenues over expenditures	23,705	(2,000)	8,822	1	30,528
OTHER FINANCING SOURCES (USES)					
Transfer of (surplus) deficit to LEARN's program accounts	<u>(23,705)</u>	<u>2,000</u>	<u>(8,822)</u>	<u>-</u>	<u>(30,527)</u>
Net change in fund balances	-	-	-	1	1
Fund balances - beginning	<u>-</u>	<u>-</u>	<u>-</u>	<u>540</u>	<u>540</u>
Fund balances - ending	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 541</u>	<u>\$ 541</u>

INTERNAL CONTROL AND COMPLIANCE REPORT

**INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING
AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS
PERFORMED IN ACCORDANCE WITH *GOVERNMENT AUDITING STANDARDS***

To the Board of Directors
LEARN
Old Lyme, Connecticut

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the special-purpose financial statements of Three Rivers Middle College Magnet High School, an activity of LEARN, (TRMC) as of and for the year ended June 30, 2025, and the related notes to the special-purpose financial statements and have issued our report thereon dated December 23, 2025.

Report on Internal Control over Financial Reporting

In planning and performing our audit of the special-purpose financial statements, we considered LEARN's internal control over financial reporting (internal control) related to the activities of TRMC as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the special-purpose financial statements, but not for the purpose of expressing an opinion on the effectiveness of LEARN's internal control. Accordingly, we do not express an opinion on the effectiveness of LEARN's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses or significant deficiencies may exist that were not identified.

Report on Compliance and Other Matters

As part of obtaining reasonable assurance about whether the special-purpose financial statements are free from material misstatement, we performed tests of LEARN's compliance related to the activities of TRMC with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the special-purpose financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of LEARN's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the LEARN's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

A handwritten signature in black ink that reads "Mahoney Sabol + Company, LLP". The signature is written in a cursive, flowing style.

Certified Public Accountants
Glastonbury, Connecticut
December 23, 2025



Board of Directors Regular Business **MEETING DRAFT MINUTES**

Meeting Date: April 9, 2026

Draft Posted: April 13, 2026

Present: Dale Bernardoni, Chester (Grades K-6); Scott Brown, Lyme - Old Lyme (Region 18); Galen Cawley, Madison (Teams); Dr. Ryan Donlon, LEARN; Katie Gauthier, Stonington (Teams); and Laurie Wolfley, Waterford (Teams)

Not Attending and Not Represented: Eric Bauman, East Lyme; Thomas Danehy, Clinton; Katherine Ericson, LEARN; Jennifer Favalora, Haddam & Killingworth (Region 17); Elizabeth Fernandes, Westbrook; Scott Garbini, New London; A. Terri Garrity, East Haddam; Mary Harris, Ledyard; Nancy Johnston, Essex (Grades K-6); Marijke Kehrhahn, Old Saybrook; Robert Mitchell, Montville; Gregory Perry, Norwich; Chet Stefanowicz, North Stonington; Beverly Washington, Groton; Vacant, Chester, Deep River, Essex/Region (Region 4, Grades 7-12); Vacant, Deep River (Grades K-6); Vacant, East Hampton; Vacant, Guilford; Vacant, Preston; and Vacant, Salem

Guests: Michael Belden, LEARN Chief Financial & Operations Officer; Brad Columbus, LEARN Principal of Three Rivers Middle College Magnet High School (TRMC); Kristin Gemaly, Regional Multicultural Magnet School (RMMS) Literacy Instructional Coordinator & LEARN LEA President (Teams); and Elizabeth McCaffery, LEARN Director of Human Resources

Meeting began at 9:03 a.m.

- 1. Call to Order:** Pledge of Allegiance
- 2. Audience and Guests:** Introductions
- 3. Public Comment:** None
- 4. Reading and/or Review of Correspondence:**
 - 4.1 CLA Single Audit Letter: Michael Belden, LEARN Chief Financial & Operations Officer, provided an overview of the annual CLA Single Audit Representation Letter and explained that this is a standard document issued by auditors each year in connection with the review of federal awards programs. The letter confirms that all relevant information and any matters of concern have been disclosed and that the required audit report has been filed. It was noted that the letter is informational in nature and is required regardless of whether any findings are identified.
 - 4.2 Connecticut Association of School Business Officials (CASBO) nomination of Michael Belden for the 2026 Celebrated Connecticut School Business Official Award: Vice Chair Dale Bernardoni extended congratulations to Michael Belden on his recognition. Mr. Belden briefly reflected on the award and the surprise celebration organized in his honor.

Dr. Donlon offered additional commendations, highlighting Mr. Belden's professionalism, leadership, and strong reputation across the state. He further expressed LEARN's pride in his accomplishments and recognized the positive impact of his work on the organization and the broader educational community.

- 5. Superintendents' Perspective:** Mr. Brad Columbus, LEARN Principal of Three Rivers Middle College Magnet High School (TRMC), to present on key initiatives and updates from the high school: Principal Columbus highlighted TRMC's unique model, which integrates high school and college coursework to better prepare students for postsecondary success. Students have opportunities to earn college credit, engage in rigorous academics, and accelerate their educational pathways.

Principal Columbus emphasized the school's focus on both academic achievement and the development of essential skills such as independence, self-advocacy, and resilience. Instructional practices are designed to ensure students understand their learning goals and actively track their progress.

He also shared positive student outcomes, noting that graduates pursue a wide range of college and career pathways, often entering higher education with advanced standing. The program continues to serve as an innovative model, supporting student engagement, confidence, and readiness for success beyond high school.

6. Consent Agenda:

- 6.1 Approval of the DRAFT Minutes, Regular Business Meeting—March 12, 2026
- 6.2 Approval of Budget Summary as of March 31, 2026
- 6.3 Approval of Grant Applications—Worker's Compensation Trust Safety Grant funds projects or initiatives that improve employee safety or reduce risk for workplace injuries. LEARN will implement a multipronged winter safety plan including employee education, enhanced snow and ice management, and provision of safety equipment such as entrance mats and ice grippers, supported by ongoing communication, in the amount of \$13,888.75; and the Title III and the Bilingual sub-grant funds (allocated according to the number of MLs in district as reported on October 1, 2025) help ensure that English learners (ELs) attain English language proficiency and meet state academic standards.

Motion to approve the Consent Agenda made and seconded to approve as presented. Hearing no objections, the consent agenda was approved and the meeting proceeded.

- **Presented by Scott Brown**
- **Second Galen Cawley**
- **Motion passed unanimously with 5 votes in favor and 0 votes against**



7. Information from the Executive Director:

- 7.1 Hiring—Resignations and new hires, including trend reports: Associate Executive Director Donlon, on behalf of Executive Director Ericson, and with support from Director of Human Resources Elizabeth McCaffery, provided an update on agency staffing and reviewed current hiring trends, noting a reduction in vacancies from 49 positions at the start of the school year to 27 at present, with remaining openings primarily in specialized and hard-to-fill roles. Ms. McCaffery also reported that 13 positions have already been identified for recruitment for the upcoming school year, helping to clarify anticipated staffing needs. Additionally, Dr. Donlon shared that the recent UCONN recruitment fair was successful, attracting a strong pool of candidates and highlighted the hiring of a bilingual Spanish-speaking teacher for the Puentes program.
- 7.2 Distributions — None
- 7.3 Executive Committee Meeting Minutes, Regular Business Meeting—March 27, 2026: Dr. Donlon, supported by Chief Financial and Operations Officer Michael Belden, reported that LEARN completed a \$30 million revolving taxable loan and is in the process of finalizing a \$15 million tax-exempt long-term bond, and also noted that work is ongoing to address a land lease agreement related to Marine Science Magnet High School (MSMHS) in Groton, with legal counsel coordinating to meet lender requirements. Also highlighted was the EASTCONN/ LEARN Partnership and Practice Conference, which brought together approximately 80 participants. Mr. Belden noted that the event provided an opportunity to showcase LEARN’s support services for partner districts, particularly in areas such as IT and business operations, and that a similar convening is planned for fall.
- 7.4 LEARN Building Committee Meeting Minutes—March 12, 2026 and March 27, 2026: Dr. Donlon reported that the Early LEARNing Magnet School project continues to progress on schedule, with site preparation underway and foundation work expected to begin shortly. LEARN continues coordination with the Town of Waterford regarding public updates and upcoming presentations.
- 7.5 Legislative Updates: Dr. Donlon reported that representatives from the RESC Executive Directors met with Representative Leeper to express appreciation for her continued advocacy on behalf of RESCs and magnet schools. It was noted that the current Appropriations Committee draft of the state budget includes funding for magnet schools, subject to ongoing negotiations, as well as support for the Connecticut Teacher Residency Program (CTRP), reflecting continued attention to initiatives aimed at strengthening and diversifying the educator workforce.



- 7.6 LEARN Agency Updates: Associate Executive Director Donlon noted that Executive Director Ericson is currently attending the AESA Leadership Academy abroad through mid-April. He shared that recent magnet school lotteries reflect strong interest across LEARN schools, with several programs experiencing high application numbers and continued efforts underway to support enrollment and recruitment, particularly at the middle school level. Additional highlights included a well-attended DisABILITY Summit and ongoing leadership development programming through the Balanced Leadership initiative, which continues to expand its reach to participating districts. Dr. Donlon also referenced continued collaboration with regional partners and successful recruitment-related events aimed at engaging families and prospective students. He concluded by noting ongoing work to update professional evaluation rubrics for service providers, which will be reviewed by committee and brought forward for Board consideration in the coming months.

8. Old Business: None

9. New Business:

- 9.1 Revised Policy #4129/4229, Personnel-Certified/Non-Certified, Series 4000; "Tuition Reimbursement"

Motion to Approve Revised Policy 4129/4229 Tuition Reimbursement as presented.

- **Presented by Scott Brown**
- **Second Galen Cawley**
- **Motion passed unanimously with 5 votes in favor and 0 votes against**

- 9.2 Revised Policy #4145/4245, Personnel-Certified/Non-Certified, Series 4000; "Reimbursement for Damaged Personal Property"

Motion to Approve Revised Policy 4145/4254 Reimbursement for Damaged Personal Property as presented.

- **Presented by Scott Brown**
- **Second Galen Cawley**
- **Motion passed unanimously with 5 votes in favor and 0 votes against**

9.3 Establish Nominating Committee for the 2026-2027 Slate of Officers

Motion to approve the following members of the Nominating Committee for the 2026-2027 Slate of Officers: Scott Brown, Jennifer Favalora, Robert Mitchell, Dale Bernardoni, and Beverly Washington

- **Presented by Scott Brown**
- **Second Galen Cawley**
- **Motion passed unanimously with 5 votes in favor and 0 votes against**

9.4 Approve the request for use of the Marine Science Magnet High School (MSMHS) by MSMHS and SeaGardens Coral & Aquariums on November 14, 2026, from 8:00 a.m. to 6:00 p.m. for the purpose of hosting the Corals of Fall Festival, an educational trade show for coral aquarium hobbyists, from 10:00-4:00 p.m. There will be a \$10 entry fee for visitors and a \$200 table fee for vendors. Proceeds will be used to cover the cost of the event, purchase raffle items, provide transportation for the speakers, and T-shirts for volunteers.

Motion to approve the SeaGardens Coral & Aquariums' use of Marine Science Magnet High School from 8:00 a.m.-6:00 p.m., on November 14, 2026, to host the Corals of Fall Festival as presented.

- **Presented by Scott Brown**
- **Second Galen Cawley**
- **Motion passed unanimously with 5 votes in favor and 0 votes against**

10. Educational Perspective: None

11. Roundtable Discussion: Regionalized Student Skill Programs, Student cell phones, AI, and Budget: Due to the number of Board members present, the Board voted to postpone the discussion to the May meeting.

Motion made to postpone this discussion to the May meeting.

- **Presented by Scott Brown**
- **Second Galen Cawley**
- **Motion passed unanimously with 5 votes in favor and 0 votes against**

12. Future Roundtable Topics: None

13. Adjournment:

Motion to adjourn at 10:28 a.m.

- **Presented by Laurie Wolfley**
- **Second Scott Brown**
- **Motion passed unanimously with 5 votes in favor and 0 votes against**

Respectfully submitted by:
Jamella A. A. Etienne

[Click Here to Join the Meeting via Teams](#)

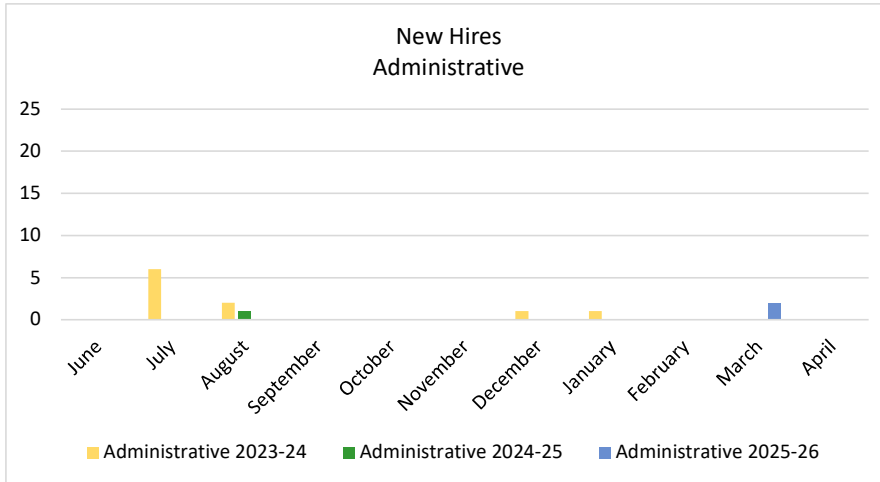
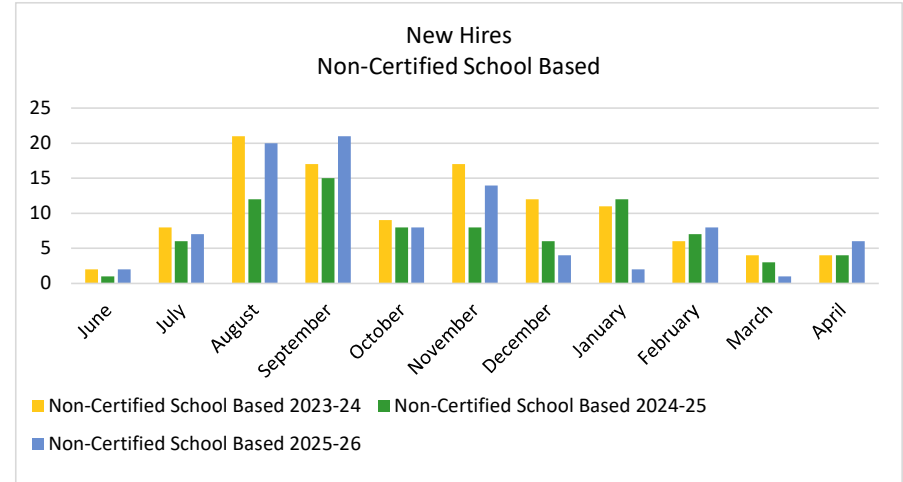
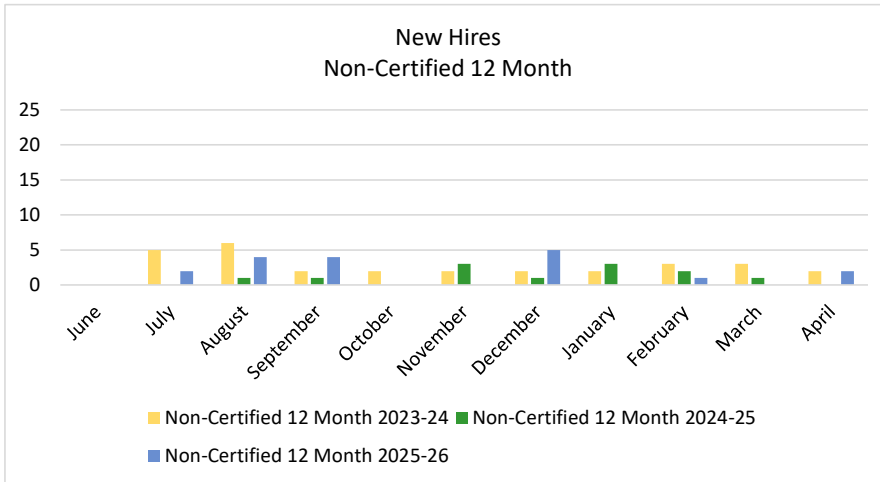
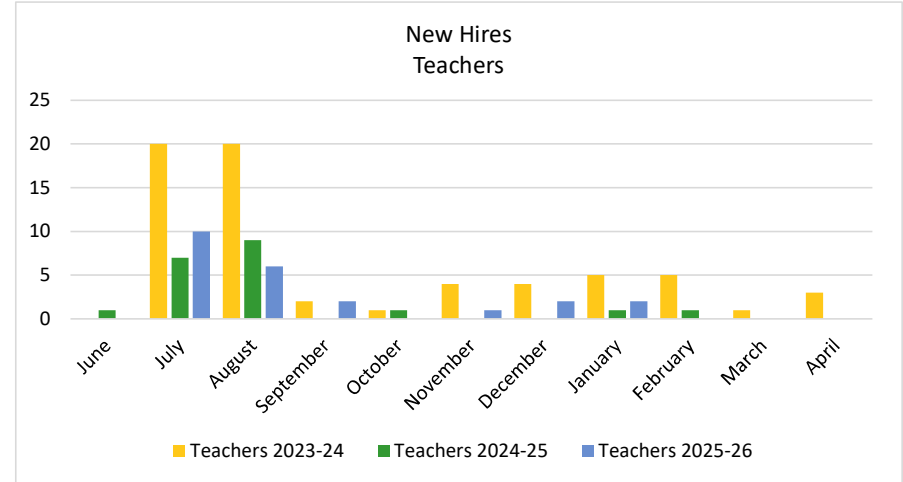
Meeting ID: 263 794 849 985 0
Passcode: Yu6kE7rG

Notes

Variances: Revenues & Expenditures



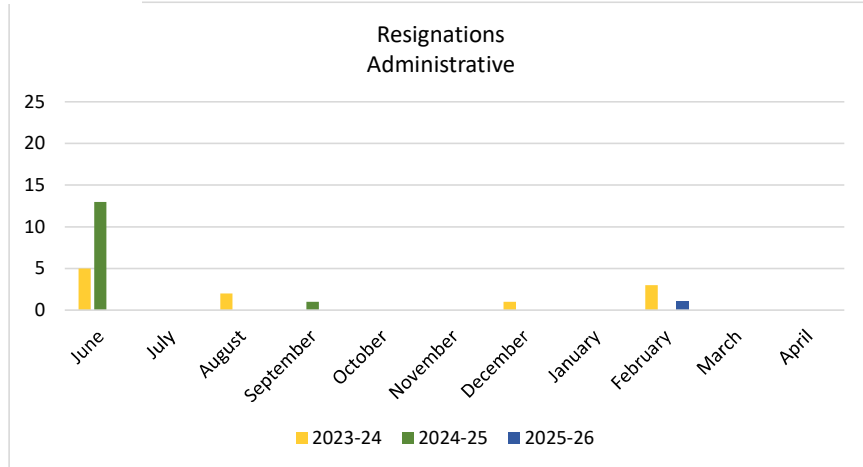
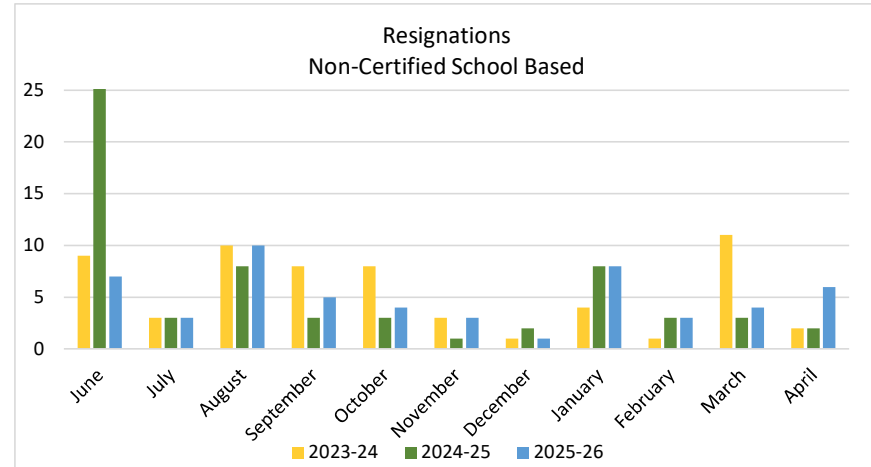
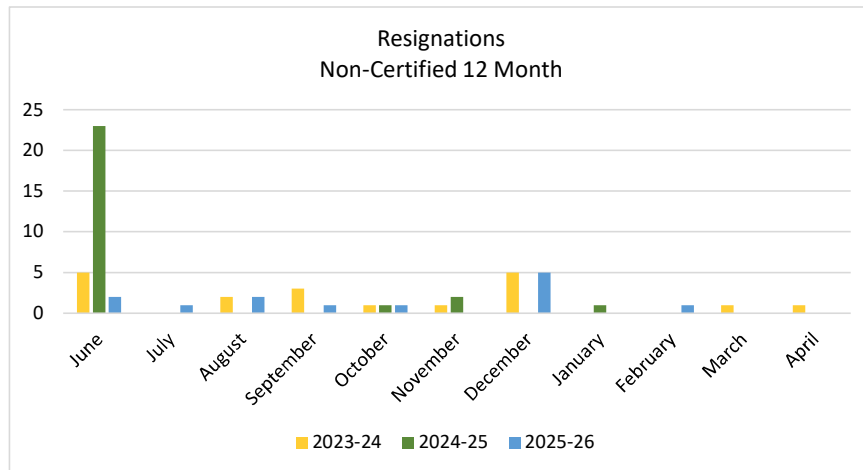
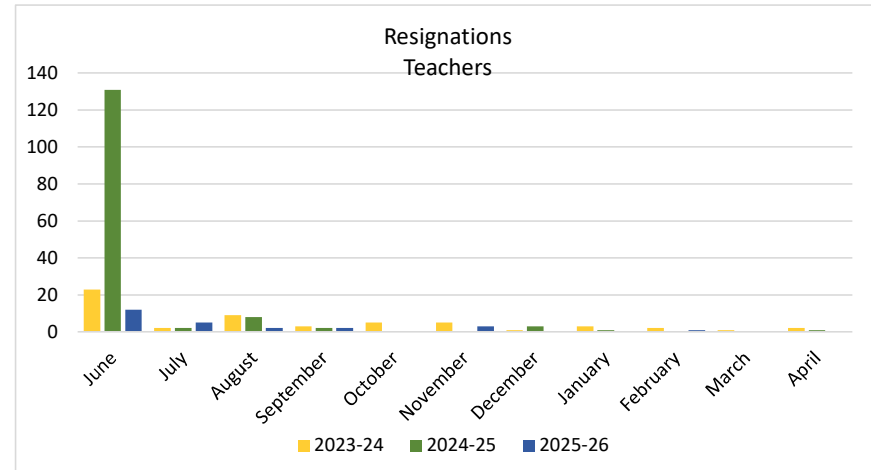
New Hires Trend Report April 2026



LAST NAME	FIRST NAME	POSITION	DEPT	DATE	PAY	RATE	COMMENTS
BASHOR	MICHELLE	SUBSTITUTE INSTRUCTOR	TFS	04/01/2026	PER DIEM	\$125.00	REPLACEMENT
CARDOZA	ENIZHA	SUBSTITUTE INSTRUCTOR	TFS	04/20/2026	PER DIEM	\$125.00	REPLACEMENT
CARLIN	TARA	SUBSTITUTE TEACHER	MSMHS	04/09/2026	PER DIEM	\$150.00	REPLACEMENT
DANIELUK	COURTNEY	BCBA	SSS	04/27/2026	SALARY	\$87,518.00	REPLACEMENT
HAAN	ABIGAIL	INTERVENTION SPECIALIST	SSS	04/27/2026	HOURLY	\$21.90	REPLACEMENT
HASSAN	JESSICA	ECE SUPPORT STAFF	CCELC	04/27/2026	HOURLY	\$18.50	REPLACEMENT
LEE	TIFFANY	STAFFING SPECIALIST	SSS	04/20/2026	SALARY	\$54,841.00	NEW POSITION
PORTELANCE	ANNE	ASSOCIATE INSTRUCTOR	TFS	04/01/2026	HOURLY	\$20.08	REPLACEMENT
LOCATION KEY							
CCELC - CREATING CONNECTIONS EARLY LEARNING CENTER							
MSMHS - MARINE SCIENCE MAGNET HIGH SCHOOL							
SSS - STUDENT SUPPORT SERVICES							
TFS - THE FRIENDSHIP SCHOOL							



Resignation Trend Report
April 2026



APRIL 2026

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>JOB TITLE</u>	<u>LOCATION</u>	<u>EFFECTIVE DATE</u>	<u>COMMENTS</u>
MCCANN	SHANNON	JOB COACH	SSS	03/26/2026	RESIGNATION
PARRISH	ALTARIEKA	MEDICAL ASSISTANT SPECIALIST	SSS	04/02/2026	RESIGNATION
BALKUN	COURTNEY	ECE SUPPORT STAFF	CCELC	04/03/2026	RESIGNATION - NEW POSITION
GONZALEZ	ISMARIELY	ASSOCIATE INSTRUCTOR	TFS	04/10/2026	RESIGNATION
VENTURA-CHAVEZ	ROBYN	TEACHER RESIDENCY PROGRAM	SSS	04/10/2026	RESIGNATION
MALAVE	ELVIA	INTERVENTION SPECIALIST	SSS	04/24/2026	RESIGNATION
<u>LOCATION KEY</u>					
CCELC - CREATING CONNECTIONS EARLY LEARNING CENTER					
SSS - STUDENT SUPPORT SERVICES					
TFS - THE FRIENDSHIP SCHOOL					



Executive Committee

MEETING SUMMARY

Date: April 24, 2026
Time: 8:30 – 10:00 a.m.
Location: LEARN, Room 216/ 44 Hatchetts Hill Road, Old Lyme, CT 06371

Present: Robert Mitchell, Chair; Dale Bernardoni, Vice Chair; Jennifer Favalora, Fiscal Officer; Beverly Washington, Secretary; Maryann O'Donnell, Superintendent of Schools Clinton; Dr. Cynthia Ritchie, Superintendent of Schools New London; and Kate Ericson, LEARN Executive Director

Not Attending:

Guests: Michael Belden, LEARN Chief Financial & Operations Officer; and Maria Cuadros, LEARN Budget / Office Manager Coordinator

Meeting began at 8:38 a.m.

1. Review May 2026 Board of Directors' Agenda

Kate Ericson reviewed with the Executive Committee the May Board Agenda. The key priorities for May include the LEARN Projected Budget Presentation, the presentation of the 2026-2027 slate of officers, and the Executive Director's Evaluation.

2. Nominating Committee to provide the 2026-2027 Slate of Board Officers

All four current members of the Executive Committee will present their names for the 2026-2027 Slate of Board Officers. During the May Board meeting, members of the LEARN Board of Directors may also add their names to the slate for nomination.

3. Preliminary Review of the LEARN 2026-2027 Proposed Budget

LEARN's Chief Financial & Operations Officer, Michael Belden, presented a high-level overview of the LEARN Budget Document. The Executive Committee asked questions and suggested additions to the presentation to assist in building the knowledge of the Board of Directors ahead of the May meeting.



4. MSAP Grants' Commercial and Photo Bank Project for LEARN Schools

Executive Director Ericson informed the Executive Committee that, as part of the Magnet School Assistance Program (MSAP), LEARN will complete three multimedia projects this year. Although the three projects are distinct, each will be carried out by one provider, Coppola.

- Project 1 is a marketing video for the LEARN Family of Schools at a cost of \$19,990;
- Project 2 is a commercial for the Regional Multicultural Magnet School (RMMS) for a total cost of \$8,155; and
- Project 3 is a photo campaign for all four schools at a cost of \$5,250.

Because all three projects are being completed by one vendor and the combined cost exceeds \$20,000, Executive Director Ericson reviewed LEARN's vendor selection process. LEARN solicited quotes from 3 vendors for the three projects; however, the other two vendors were unable to complete the projects.

5. Ocean Avenue Learning Academy (OALA) Replacement Flooring – Capital Improvement

Executive Director Ericson informed the Committee that the Ocean Avenue LEARNing Academy (OALA) will replace flooring in 12 classrooms with six classrooms scheduled for FY 26 and six classrooms for FY 27. LEARN solicited three quotes and selected Cluff's Flooring, whose bid for six classrooms is \$45,907. This selected vendor will install LVT flooring that matches the existing flooring of the first-floor hallways. This project will remove all carpeting on the bottom floor.

6. Annenberg Institute at Brown University on May 8th

Executive Director Ericson shared with the Executive Committee that LEARN will host the Brown University Annenberg's Evidence in Action team. Annenberg's Evidence in Action team (formerly RI Education Research Initiatives) includes researchers, former teachers and administrators, and data experts who collaborate with district and state partners to identify areas of need and find opportunities for success in local contexts. During this meeting, the Annenberg team will present their model for improving math instruction and achievement through research-based teacher professional learning.

7. Executive Director's Year End Reflection/Evaluation

Executive Director Ericson shared her End of Year Reflection draft with the Executive Committee and noted that the reflection will be updated as more end-of-year data is available in the upcoming month.

8. Adjournment**Motion to adjourn at 10:14 a.m.**

- **Presented by Robert Mitchell**
- **Second by Beverly Washington**
- **Motion Passed, unanimously**

Respectfully submitted by Jamella A. A. Etienne

SPECIAL MEETING**Date:** April 9, 2026**Time:** 11:20-11:40 a.m.**Location:** VIRTUAL**Meeting Minutes**

Building Committee Members: Dale Bernardoni, Vice-Chair LEARN Board of Directors; Craig Esposito, Past Chair LEARN Board of Directors
Meeting Attendees: Katelyn Chapman, Newman Architects; John Holden, Newman Architects; Nick Conti, Gilbane, Inc.; Taylor Crouse, Gilbane, Inc.; Charles (Chuck) Warrington, Colliers Engineering and Design; Erica Pudvelis, Colliers Engineering and Design; Molly Haas, RDG; Lance Hagen, LEARN Director of IT
Building Committee Staff: Julie Pendleton, LEARN Coordinator of Special Projects; Lisa Cooney, LEARN Coordinator of Communications

Agenda

1. Additional Services
2. Change Orders/ATPs
3. Adjournment

1.0 Additional Services

Additional Service for Discussion and Possible Action

A. Newman Architects

Motion: To approve an additional service through Newman Architects for Langan Engineering & Environmental Services to provide soil characterization sampling and waste profile preparation and disposal facility coordination in the amount of \$7,500.

- Presented by: Craig Esposito
- Seconded by: Dale Bernardoni
- Motion carried unanimously

2.0 Change Orders/ATPs

Change Orders/ATPs for Discussion and Possible Action

A. Boulder Removal

Motion: To approve the revised cost of boulder removal in the amount of \$166,185.

- Presented by: Dale Bernardoni
- Seconded by: Craig Esposito
- Motion carried unanimously

B. Doors

Motion: To approve a change from hollow metal doors to solid storefront doors in the amount of \$162,311.

- Presented by: Dale Bernardoni
- Seconded by: Craig Esposito
- Motion carried unanimously

C. Topsoil Disposal

Motion: To approve the offsite disposal of topsoil in the amount of \$97,782.

- Presented by: Craig Esposito
- Seconded by: Dale Bernardoni
- Motion carried unanimously

3.0 Adjournment

- Presented by: Dale Bernardoni
- Seconded by: Craig Esposito
- Motion carried unanimously



Date: April 24, 2026

Time: 10:19 a.m. – 10:52 a.m.

Location: LEARN, 44 Hatchetts Hill Road, Old Lyme

Meeting Minutes

Building Committee Members: Robert Mitchell, Chair LEARN Board of Directors; Dale Bernardoni, Vice-Chair LEARN Board of Directors; Beverly Washington, Secretary LEARN Board of Directors; Jennifer Favalora, Fiscal Officer LEARN Board of Directors; Craig Esposito, Past Chair LEARN Board of Directors; Kate Ericson, LEARN Executive Director

Meeting Attendees: John Holden, Newman Architects; Nick Conti, Gilbane, Inc.; Taylor Crouse, Gilbane, Inc.; Charles (Chuck) Warrington, Colliers Engineering and Design; Erica Pudvelis, Colliers Engineering and Design; Molly Haas, RDG; Lance Hagen, LEARN Director of IT

Building Committee Staff: Julie Pendleton, LEARN Coordinator of Special Projects; Lisa Cooney, LEARN Coordinator of Communications

Agenda

- 1.0 Approval of Minutes for Discussion and Possible Action
- 2.0 Updates & Reports
- 3.0 Financial Update
- 4.0 Other Reports
- 5.0 Old Business
- 6.0 New Business
- 7.0 Adjournment

1.0 Approval of Minutes for Discussion and Possible Action

- March 27, 2026 - Building Committee Meeting Minutes
 - Presented by: Beverly Washington
 - Seconded by: Craig Esposito
 - Vote: Motion carried unanimously
- April 9, 2026 – Special Building Committee Meeting Minutes
 - Presented by: Robert Mitchell
 - Seconded by: Beverly Washington
 - Vote: Motion carried unanimously

2.0 Updates & Reports

- Architects: Newman Architects
 - Three focused planning meetings are currently in progress, including technology, furniture, and playground equipment. The furniture showcase took place at LEARN on April 20 & April 21.
- Construction Manager: Gilbane, Inc.
 - Construction is progressing steadily. Foundations are in process along with the beginning stages of underground plumbing and electrical work. Steel erection is scheduled to begin June 1, with site work such as rock removal and infrastructure (e.g., detention basin, grease tank) underway. Representatives from Gilbane have been actively communicating with neighbors regarding construction activity, including blasting.



- Collier's Engineering & Design
 - Collier's affirmed and supported the updates provided by Newman Architects and Gilbane Inc., noting alignment across all reported areas of progress.
 - Chuck (Warrington) reported that the project remains in strong fiscal standing, with ongoing monitoring and oversight of budget and expenditures. The project continues to track favorably as work progresses.

3.0 Financial Update

- Discussion and possible action on invoices for Project #245-0090MAG/N/PF

Company/Vendor	Invoice	Amount Approved
Newman Architects	24660	\$ 115,536.75
Gilbane Building Company	10	\$ 891,028.65
Colliers Project Leaders	1162205	\$ 23,838.70
Shipman & Goodman		\$ 44,163.48
Sustainable Engineering Solutions LLC (SES)	5873	\$ 1,740.00
Independent Materials Testing Labs, Inc. (IMTL)	6965D	\$ 6,631.35
Benesch	356006	\$ 13,000.00
Total		\$1,095,938.93

- Motion to approve invoices as presented
 - Presented by: Robert Mitchell
 - Seconded by: Craig Esposito
 - Discussion: Beverly Washington inquired about the relationship with Benesch. Benesch is a subcontractor in the work, responsible for tasks related to erosion.
 - Vote: Motion carried unanimously

4.0 Other Reports

- Town of Waterford
 - Benesch is reporting to the Town of Waterford on behalf of LEARN regarding vernal pool monitoring and compliance.

5.0 Old Business

- Furniture, Fixtures, & Equipment (FF&E)
 - Refer to Updates & Reports provided by Newman Architects

6.0 New Business

- Change Orders/ATPs for Discussion and Possible Action
 - Non-Rippable Rock Excavation in the amount of \$672,938
 - Presented by: Beverly Washington
 - Seconded by: Dale Bernardoni
 - Vote: Motion carried unanimously
- Supplemental Meeting Schedule for Discussion and Possible Action
 - Discussion held; no action taken pending review of dates and times

7.0 Adjournment

- Motion to adjourn at 10:52 a.m.
 - Presented by: Robert Mitchell



- Seconded by: Dale Bernardoni
- Vote: Motion carried unanimously



ELECTION OF OFFICERS

A nominating committee of three Board members shall be established in April to submit a slate of officers for the following year. The officers as established in the Constitution are: Chairperson, Vice-Chairperson, Secretary, and Fiscal Officer. The slate shall be presented to the Board of Directors in May at the regularly scheduled Board meeting. Nominations may also be accepted from the floor.

The officers shall be elected at the June meeting to take office at the first regular meeting in September.

Cross Reference: Filling a vacancy of an officer of the Board – Policy #9315 – Bylaws of the Board.

Policy adopted: January 11, 1990

Revised: October 8, 1992

Revised: April 10, 2003

LEARN



**AUTHORIZATION FOR THE EXECUTIVE DIRECTOR OF LEARN
TO ENTER INTO CONTRACTS WITH THE STATE OF CONNECTICUT**

“LEARN is a Regional Educational Service Center operating under Section 10-66 a-n of the Connecticut General Statutes.”

“Resolved, that Katherine Ericson, Executive Director, is hereby authorized to make, execute, and approve on behalf of LEARN Regional Educational Service Center any and all contracts and amendments, excluding loans, effective through June 30, 2027”

The above is a full and true copy of a resolution adopted at the May 14, 2026 meeting of the LEARN Board of Directors and that such resolution has not been modified, rescinded, or revoked, and is at present in full force and effect.

Attest:

Beverly Washington
Secretary, LEARN Board of Directors

CERTIFIED RESOLUTION

I, **Beverly Washington**, Secretary of the **LEARN Board of Directors**, a Regional Educational Service Center, DO HEREBY CERTIFY that the following is a true and correct copy of a resolution duly adopted at a meeting of the LEARN Board of Directors, duly held and convened on **May 14, 2026**, at which a quorum of the Board of Directors was present and acting throughout, and that such resolution has not in any way been modified, repealed, revoked, or rescinded, and is presently in full force and effect.

RESOLVED, that **Katherine Ericson**, Executive Director, is authorized to make, execute, and approve on behalf of LEARN Regional Educational Service Center any and all contracts and amendments, excluding loans, **effective through June 30, 2027**.

IN WITNESS WHEREOF, the undersigned has hereunto affixed her signature this day, the **14th day of May, 2026**.

Beverly Washington
SECRETARY, LEARN Board of Directors

May 14, 2026

DATE



EVALUATION OF ADMINISTRATORS AND ADMINISTRATION

It is the responsibility of the Board of Directors to maintain and improve the quality of the administration. As one means toward meeting this responsibility, an evaluation committee consisting of the Executive Committee and up to five additional Board members shall formally evaluate the performance of the Executive Director annually in accordance with guidelines and criteria mutually determined and agreed to by the Board and Executive Director. Input shall be obtained from the Board of Directors as well as the Superintendents who serve on the Executive Committee. Any Board member who is not involved in the formal evaluation process shall be afforded an opportunity to present information to the evaluation committee. Prior to the establishment of the Director's annual salary, the Executive Committee shall review its findings with the Board of Directors.

Legal Reference:

Connecticut General Statutes 10-157 Superintendents: Relationship to local or regional board of education; written contract for employment; evaluation of superintendent by board of education.

Policy Adopted: April 12, 1990

Policy modified: January 10, 2019

LEARN

EVALUATION OF ADMINISTRATORS AND ADMINISTRATION

Regulation:

In April, The Board Chair shall communicate with the full LEARN Board of Directors, including the Executive Committee, to solicit input regarding the performance of the Executive Director.

The input should be guided by the Executive Director's job description and connected goals. Using the goal sheet, Board members can select the appropriate code and contribute comments. The Responsibilities column on the worksheet reflects the major subcategories of the job description. The current listing includes Administrative, Education Program, Business and Fiscal, Facilities, Relationships, Personnel, Records and Reports, and General.

The second column is for the Executive Director to specify goals, mutually determined with the Executive Committee of the Board. During the evaluation cycle, an evaluation code will be established for each of the responsibilities/goals. The evaluation codes include: O=Outstanding S=Satisfactory N=Needs Improvement N/A=does not apply NE=Not enough knowledge to evaluate.

At the April Executive Committee meeting of the Board, the Executive Director shall present his/her preliminary input regarding his/her performance connected to the responsibilities/goals.

At the May meeting, the Executive Director and Executive Committee shall share and discuss with the full board the Executive Director's performance relative to the job description, connected to the goals. An evaluation code will be established for each specific outcome by the committee and in accordance with the process defined in the Board Policy #2400 Evaluation of Administrators and Administration. The evaluation codes include: O=Outstanding S=Satisfactory N=Needs Improvement N/A=does not apply NE=Not enough knowledge to evaluate.

Feedback through the process is used to determine subsequent projects, goals, outcomes and/or expectations related to the job responsibilities during the next evaluation cycle.

The Executive Committee of the Board will make a salary recommendation to the full Board for discussion in May and final vote at the June Board meeting.

Modified: January 10, 2019
LEARN

EXECUTIVE DIRECTOR EVALUATION WORKSHEET

Responsibilities from Job Description	Goals (Determined between Executive Director and Executive Committee)	Evaluation code (circle)	Comments
Administrative/Leadership Education Program	GOAL ONE: 1.0 Educational Leadership: To engage in visionary leadership and cultivate high quality relationships that support the vision of the agency, to innovate, collaborate and serve the educational community.	O S N N/A NE	
Business and Financial Operations Personnel Records and Reporting Facilities	GOAL 2.0L Organizational Management: To facilitate the effective administration of the daily operations of LEARN to ensure the health, safety and well-being of all staff and those we serve.	O S N N/A NE	
Relationships General	GOAL 3.0: Community and Board of Directors Relations: To support positive Board of Directors relations to support the success of LEARN and its members.	O S N N/A NE	

Evaluation Codes: O=Outstanding S=Satisfactory N=Needs Improvement N/A=does not apply NE=Not enough knowledge to evaluate.



May 4, 2026

Executive Director End-of-Year Reflection

Leadership Goals in Support of LEARN's Vision and Strategic Plan

To: LEARN Board of Directors

School Year: 2025-2026

Executive Director: Katherine Ericson

The 2025 - 2026 school year began with ambitious priorities: protect LEARN from legislation that threatens the sustainability of our magnet schools and outplacement programs, while continuing to advance the growth and quality of our schools and services. My focus has been on building a strong communication system that engages legislators, superintendents, and families, and equipping them with the knowledge to become effective ambassadors for LEARN.

While advocating externally, I have relied on our leadership team to drive strategic improvements internally. Together, we have strengthened professional learning systems for staff and welcomed our first cohort of sixth graders into a new middle school experience. Highlights include the launch of an Esports classroom and the development of project-based learning units that foster communication, critical thinking, collaboration, and creativity, bringing our vision of *Inspiring Passions and Igniting Purpose* to life.

Shaking the Trees: Advocacy in Action

In July, the RESC Alliance Executive Directors and I met with Representative Jennifer Leeper, Representative Kevin Brown, and Senator Doug McCrory to share the urgent challenges facing magnet school sustainability. Their advice was clear: we need to “shake the trees” and mobilize parents and educators to advocate on our behalf.

This year, I have taken that advice to heart, offering personally guided tours of our magnet schools and outplacement programs to legislators, parents, and teachers. These visits have highlighted both the funding challenges we face and the incredible diversity of our students—racial, linguistic, ethnic, and socio-economic—which creates a rich learning environment. My goal is to ensure stakeholders understand who LEARN serves and why sustaining these programs is critical for the region.

Furthermore, I have spent hours at the Connecticut State House, offering testimony and sitting down with over a half dozen leaders on the Education Committee to build their fundamental knowledge of magnet schools and the role of RESCs across the state. All of my conversations have supported important relationship-building, which led to my invitation in January to take part in conversations around new legislation guidance on Homeschooling. Having a voice at the table was instrumental in ensuring RESCs were not tasked with monitoring work that wasn't funded. Another new strategy that I utilized in my advocacy were short, 15-20 second clips on specific legislation. Using this media was an attempt to provide CT Legislators with clear information in a bite-size format that will build their understanding of the critical issues.

As the session came to a close, LEARN was elated to secure \$12 million in RESC magnet funding. This marks the first new investment in RESC magnets in 13 years. This significant increase represents a critical lifeline for LEARN's magnet programs. Overall, I continue to work with the LEARN leadership and Communication team to provide year-long communications to our SECT delegation as a critical strategy to find sustainable funding for the LEARN Family of Schools.

Re-Imagined to Reality: Magnet and Regional Programs

The first year of transitioning The Friendship School (TFS) and the Regional Multicultural Magnet School (RMMS) is off to a strong start. We began the year with exceptional student achievement data, students meeting growth targets at a 10-year high, affirming that our multi-year focus on the science of reading was the right move.

Leading indicators demonstrate strong, consistent implementation of evidence-based literacy instruction across all elementary classrooms, with teachers effectively leveraging our new reading program. Ongoing professional learning has strengthened both instructional practice and teacher morale, as educators see clear, positive impacts on student learning. Instructional Rounds conducted by our leadership team confirm a high quality of implementation schoolwide and reflect a shared commitment to instructional excellence. In addition, a newly launched learning module on Specially Designed Instruction has been enthusiastically received by special education teachers and is already improving instructional practices for students with individualized education programs. Notably, LEARN schools are reporting fewer referrals to special education as a result of stronger Tier 1 instruction; students are increasingly advocating during PPT meetings to reduce one-to-one supports as independence grows; and special education teachers are implementing targeted strategies that are helping students meet their IEP goals. Together, these outcomes mark a highly successful year for all learners, reflected in climate data showing increased excitement and confidence among students, families, and staff as they experience meaningful growth across the school community.

LEARN's Puentes teams partnered throughout the year with a Dual Immersion consultant to define and strengthen the core components of a high-quality dual immersion program. Eight teachers completed more than 70 hours of targeted professional learning focused on the research base of effective dual immersion models, the three pillars of strong programs: biliteracy, bilingualism, and cultural competence. As a result, dual language learners demonstrated remarkable growth on the CT LAS Links assessment, which measures English language proficiency. Dual Immersion education remains a critical strategy in preparing students to become globally competent, culturally responsive, and academically strong young people.

Rewarding and Attracting Regional Service Customers

The Regional Shared Service Solutions (RSSS) program, co-funded by Connecticut's Office of Policy and Management, delivered powerful results in its inaugural year. Through a strategic 25% discount, LEARN enabled IT and Business Solutions customers to significantly expand district-level supports while strengthening core systems and operations. Strong superintendent-to-superintendent advocacy led to the

addition of two new districts, underscoring the value and trust built through regional collaboration. Beyond operational gains, districts participating in the RSSS program also joined LEARN's Balanced Leadership training, bringing together superintendents, principals, and teachers from seven districts to collectively strengthen leadership for school improvement. Most compelling, by leveraging their Regional Educational Service Center, participating districts achieved a combined cost savings of over \$251,000 (after 3 quarters)—demonstrating that regional partnership delivers both high-impact support and measurable financial benefit.

Our work demonstrates that at LEARN, innovation and partnership are at the heart of everything we do, because there is ALWAYS more to LEARN!

For ease of discussion, my reflections are organized around three overarching goals.

Goal One: 1.0 Educational Leadership

To engage in visionary leadership and cultivate high quality relationships that support the vision of the agency to innovate, collaborate, and serve the educational community.

Goal Two: 2.0 Operational Management

To facilitate effective day-to-day operations of LEARN to ensure the health, safety, and well-being of all staff and those we serve.

Goal Three: 3.0 Community and Board Relationships

To promote positive relationships that enable us to contextualize LEARN's mission and vision and to communicate and operationalize that vision in action.

	<p>GOAL ONE: 1.0 Educational Leadership</p> <p>To establish and maintain high quality relationships that support the vision of the agency, to innovate, connect, and serve the educational community.</p>
	<p>1.1 LEARN Vision and Mission Establishes a vision for LEARN and engages in visionary leadership practices that promote continuous growth and improvement of the organization as a whole.</p> <p>1.2 LEARN Strategic Plan Creates a strategic plan for LEARN that focuses on continuous organizational improvement that guides and informs decision making and holds staff accountable for results.</p> <p>1.3 Board Policies and Procedures Ensures the establishment and implementation of contemporary policies and procedures that support the agency mission, vision, and goals.</p>

LEARN continues to use school/program and department development plans to support cohesive strategic planning across the agency. Schools have done a superb job of building a vision of where they want to be in five years. This goal sets the stage for school to identify current state and the steps necessary to get to future state. This framing of the school improvement work ensures the whole school community a clear vision for the future and realistic strategic steps that incrementally moves the school forward. The most exciting

aspects of this work are the outcomes that we are starting to see. Climate data from student, staff and families have tremendous participation rates and strong approval ratings. Literacy data at the elementary level shows the best growth we have ever seen across all subgroups. And behavior data, also reflects positive reductions due to the refinement of student support systems and the increase in quality of tier 1 instruction.

The Student Support Services (SSS) team continues to serve students with highly complex learning and behavioral profiles. The year began with a significant milestone: the successful transition of four students back to their home districts. While this outcome is not typical for most students we serve, it represents a powerful indicator of student growth and effective partnership—and one in which LEARN staff take great pride when we are able to build that bridge back to a district.

LEARN programs continue to evolve under the leadership of the SSS team as they intentionally design and implement supports aligned to student need. This year, a cohort of the Ocean Avenue LEARNing Academy staff implemented a new social-emotional learning (SEL) curriculum that strengthens teachers' ability to deliver differentiated instruction. This tool ensures that students have access to learning experiences aligned with their Individualized Education Program (IEP) goals. In addition, the strategic decision to engage in a department-wide book study established a shared language and greater internal consistency across programs serving students with disabilities—both in LEARN outplacement programs and in our magnet schools. Through a thoughtful and methodical study of *Specially Designed Instruction*, LEARN has increased staff capacity to adapt content, methodology, and instructional delivery to meet the unique needs of each learner. Staff report feeling more focused and are already seeing meaningful, positive changes in student progress as a result of this learning. Notably, LEARN magnet schools have experienced a substantial decline in evaluation referrals and fewer high-intensity behavioral concerns across schools, reflecting the impact of more responsive and proactive instructional practices.

The Office of Teaching and Learning (OTL) is leading the launch of its new AI tool, L.I.L.A., through a phased rollout with small cohorts of educators serving multilingual learners. Early pilot feedback is already driving refinements that will strengthen the tool's effectiveness ahead of its March launch. To support sustainability and scalability, the team is working with a Business Strategy coach to strengthen LEARN's approach to service design, value creation, and customer impact. This work is shaping a shared, agency-wide mindset around innovation. In addition, OTL convened superintendents, principals, and teachers from across the region for research-based Balanced Leadership training, equipping participants with research-based strategies that support instructional improvement and increased student engagement. Together, these efforts reinforce LEARN's role as a regional leader in innovation, leadership development, and high-quality instruction.

The Connecticut Office of Early Childhood (OEC) has successfully launched Creating Connections Early LEARNing Childhood Program. Today, LEARN has two classrooms with 15 infant/toddlers. Opening the doors of this program, prior to the opening of the new building has been beneficial. We have learned how to handle fire drills, inclement weather, and staffing needs with a small cohort of infants and toddlers. When we transition to the new location with six classrooms, we will have worked out all the anomalies and be ready for the unexpected. The Early Childhood Education (ECE) team is seeing much of their coordinator roles being redesigned by the Office of Early Childhood. The coordinators are leading the regional shifts around local governance councils and parent leadership training. We are excited to have the OEC leveraging RESCs as

regional support. Finally, Connecticut’s Tri-Share program has onboarded five business partners bringing more attention to this important program. As the fiscal manager, we are able to support the implementation of this unique program and help families in the region access this resource. Overall, the ECE department continues to thrive and brings a ton of visibility to LEARN in the region and across the state.

In terms of LEARN policies, I continue to work on revising and updating policies, as well as proposing new policies that support LEARN’s ability to codify our standard operating procedures:

- RESTORATIVE PRACTICES RESPONSE IN STUDENT DISCIPLINE
- INSTITUTIONAL REVIEW BOARD (IRB) POLICY
- CONNECTICUT SCHOOL CLIMATE POLICY (June 2025)
- TUITION REIMBURSEMENT
- REIMBURSEMENT FOR DAMAGED PERSONAL PROPERTY

	<p>Goal Area Two: Operational Management</p> <p>To facilitate effective day-to-day operations of LEARN to ensure the health, safety, and well-being of all staff and those we serve.</p>
<p>2.1 Staff Recruitment, Selection, Retention, and Evaluation: Establishes and implements processes to recruit, select, develop, and retain effective staff needed to implement LEARN’s mission, vision, and development and performance plan.</p> <p>2.2 Safety and Security: Develops, implements, and regularly evaluates a comprehensive safety and security plan that is agency wide.</p> <p>2.3 Budget and Financial Management: Provides overall fiscal management of LEARN aligned with the agency mission, vision, and goals.</p> <p>2.4 Operations and Facilities Management: Ensures all LEARN programs are located in appropriate facilities for the adequate delivery of services.</p>	

In Operational Management, the most significant achievement of the year was the successful purchase of the 51 Daniels Avenue property, marking the culmination of a complex, multi-year process. Throughout this effort, LEARN exercised careful planning, due diligence, and fiscal oversight to protect public resources while advancing long-term organizational needs. During final contract execution, LEARN also secured all required state approvals for campus design and initiated demolition of the former school building. Although site preparation has required additional time, the overall project remains on schedule for a July 2027 opening. Most notably, following a competitive public bidding process, the Guaranteed Maximum Construction Price was finalized at \$13 million under budget—an exceptional outcome that reflects disciplined financial stewardship, sound governance, and effective project management. This project stands as a strong example of LEARN’s commitment to responsible use of resources in service of its mission.

This year LEARN's Business Office, Information Technology team, and Human Resources team have done a phenomenal job of managing the new Regional Shared Service Solutions (RSSS) program. As I mentioned above, the region is reaping the benefits of over \$251,000 (after 3 quarters) in savings with this new program. LEARN is also benefiting from the program through the collection of an admin fee that supports our ability to have staff ready to serve when called upon. Human Resources has seen a huge influx of new partnership opportunities in the region around fingerprinting, I-9 Audits, FMLA training, and personnel file audits. I am grateful that many of the region's superintendents continue to call LEARN for support.

To strengthen school safety and security, LEARN invested in a district security consultant with extensive law enforcement experience. This consultant is leading revisions to LEARN's All-Hazards Plan, facilitating districtwide security meetings, and conducting comprehensive safety and security needs assessments across all LEARN schools and programs. While LEARN has strong safety protocols in place, recent legislation has required updates to ensure full compliance. In addition, LEARN has refined its reunification plan to clearly define evacuation procedures and designated relocation sites to support the safe and orderly reunification of students and families. Together, these actions reflect LEARN's proactive approach to risk management, regulatory compliance, and student safety.

	<p>Goal Area Three: Community and Board Relationships</p> <p>To promote positive relationships that enable us to contextualize LEARN's mission and vision and to communicate and operationalize that vision in action.</p>
<p>3.1 LEARN Community Engagement: Actively engages school leaders, staff, Board, families, community partners, and other stakeholders to promote the LEARN mission.</p> <p>3.2 LEARN Culture and Climate: Builds a culture of continuous improvement by promoting the mission, vision, and core values of LEARN and monitors clear expectations of the values in daily practice.</p> <p>3.3 Board member relations: Works in partnership with the Board to keep Board members informed and to support their professional learning.</p>	

Fostering relationships across the agency and at the Connecticut State Department of Education is an on-going process. I am proud to continue to be a member of the Commissioner of Education's Advisory Board. We have met four times this year. These meetings specifically are meant as a mechanism for the Commissioner to collect feedback on the important educational topics. She has also called upon the Advisory Committee to meet with Governor Ned Lamont, as well as the Commissioner of the Office of Early Childhood, to provide them with direct feedback on various issues. The RESC Alliance has also been able to meet with Commissioner Russell-Tucker and her team twice this year to build a stronger relationship amongst the RESCs and the CSDE.

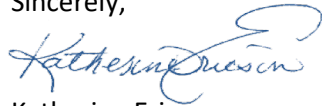
Cultivating relationships with local and state representatives has also been a key focus of my leadership strategy this year. As I indicated above, we have toured legislators during the summer and in September. The dialogue has been invaluable in building rapport and understanding about the ecosystem which LEARN

magnet schools exist. Just this week, I spent the afternoon at the Capital and was able to engage with four representatives from Southeastern Connecticut.

I would be remiss if I did not extend my sincerest gratitude to the LEARN Board for its investment in my professional growth this year. Attending the AESA Leadership Academy far surpassed my expectations. The monthly in-person and online meetings created opportunities for Executive Directors from across the country to learn with and from one another. I have made professional connections that have sparked innovations that I will be bringing to the LEARN region. Furthermore, the international trip afforded me the opportunity to build my own global competency while seeing the potential for international partnerships with schools in the LEARN region. Again, innovation cannot happen when leaders live in bubbles. Networking across this country and the world has opened doors that I will integrate into my work next year.

In closing, the idea that there is Always More to LEARN is more than a catch phrase. LEARN is an agency that continually takes steps toward making sure each child has access to high quality equitable education through systems of education, support, and service. As we LEARN more, we continue to enhance what that looks like in practice!

Sincerely,



Katherine Ericson
LEARN Executive Director